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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2015/2016

BAE1034 – ENGLISH FOR BUSINESS STUDIES

(Business and Management Faculties)

06 OCTOBER 2015

9:00 a.m. – 11:00 a.m.

(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question Paper consists of **SEVEN** pages.
2. Answer **ALL** questions in **Sections A, B and C**.
3. Write all your answers in the Answer Booklet provided.

SECTION A: READING COMPREHENSION [25 MARKS]

Instructions: Read the passage carefully and answer ALL questions that follow.

Rethinking Marketing Strategy for the Digital Age

- 1 Steve Jobs liked to say that it is not enough to kill bad ideas; you have 1
to kill good ones too. That is because good strategy is about making
choices, and it takes more than intelligence or even instinct. It takes
discipline, one of Jobs' most overlooked qualities. Marketing strategy is
particularly difficult because it is a different ball game now. A generation 5
ago, brands mostly strove to create buzz and "drive awareness;" now, they
need to build compelling experiences that keep consumers engaged.
- 2 1. [] We still need to run television (TV) advertisements and
in-store promotions, man conference booths and hand-out brochures, but
now on top of that we have a whole new world of algorithms, apps and 10
devices to master. Put up an attention grabbing TV campaign today and
consumers would not flock to the stores, but to the Internet. *Their* activity
will leave a data trail, which your competitors will use to retarget your
consumers with competing messages before a purchase event can even
occur. 15
- 3 Therefore, by spending money to build brand awareness and walking
away from it, you are much more likely to enrich your competition than
yourself. To meet the new challenges, we need a new strategic approach, a
new mind-set and new organisations. In the digital age, marketers must
change their focus from grabbing attention to holding attention by focusing 20
on three core business objectives: awareness, sales and advocacy. Simple
metrics such as awareness, sales and advocacy will give you an accurate
snapshot of your brand's health, and how you can best improve it. In some
high involvement categories with longer sales cycles, consideration and
loyalty can also play a role, but research has shown that loyalty especially 25
can be misleading.
- 4 Most importantly, clarifying marketing objectives is an analytical
process, not a conceptual one. You are not trying to understand the
"consumer mind-set" or the "brand essence." 2. [] What you want
to know is where you are winning, where you are losing and where you 30
have an opportunity to improve your competitive position. Period. Once
you have achieved that, you can move on.
- 5 Identifying clear objectives is important, because it allows us to set
priorities. No budget is unlimited and identifying a particular area of need
not only allows us to focus our creative energies, but budget money as well, 35
to where we can best improve our business. 3. [] The next step
now is to overlay the basic objectives model with tactical strategies that will
help us create solutions targeted to a particular brand's needs. Mere
platitudes and a "one size fits all" approach will not do. Once we have
identified a particular area of need, we want to focus on building an 40
approach designed for that specific task, rather than chasing the latest fad.
Perhaps not surprisingly, awareness and sales problems can largely be

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solved with conventional strategies augmented with new digital tools. Advocacy, however, is a largely new area and requires new thinking.

- 6 4. [] For example, when Mercedes promoted their new zero 45
emission "F-Cell" hydrogen fuel technology, they got people talking about
it by driving an "invisible car" across Germany. Mercedes' goal here is not
necessarily to drive consumers directly to dealerships, but to get them to
start thinking seriously about hydrogen cars.

- 7 Marketers have also long known that to drive sales, you need to reach 50
people at the point of purchase. Digital retail solutions, however, are taking
the concept to a whole new level with Tesco showcasing its virtual stores at
Korean subway stations. Rather than trying to drive consumers into their
stores, Tesco was able to insert the shopping experience into their daily
commute. The strategy helped catapult Tesco to a leadership position in the 55
Korean market.

- 8 While building awareness and driving sales are objectives that most
firms are familiar with and know how to manage successfully, advocacy is a
relatively new area and one in which many marketers falter. Brands that
seek to increase advocacy need to create product, social and content 60
experiences that increase perceived value and create unique marketing asset.
For example, Nike's Fuelband not only creates a value exchange with
consumers, but also builds a community. A vibrant community has nothing
to do with how many followers you have, but how they interact with each
other. The genius of Fuelband is not in the technology, but how it allows 65
consumers to cheer their friends on and receive encouragement themselves.

- 9 5. [] These are not simply the product of an exciting
brainstorming session followed by a few caffeine and adrenaline fuelled all-
night sessions in order to get the tapes on air by deadline. They are the
results of years of testing and learning. 70

- 10 All of these involved the entire organisation, not just the marketing
department and a few partner agencies. They required a series of small,
scalable bets across the enterprises that were integrated into a seamless
whole. The implications are clear; the era of the big idea is over. The future
belongs to organisations that can create effective collaboration across a 75
wide variety of skills and capabilities.

- 11 There is probably no greater creative organisation in the world today
than Pixar, whose average gross for a film (over \$600 million) puts every
other studio to shame. Pixar founder Ed Catmull, explains that the secret to
the company's success is an open non-hierarchical environment where it is 80
safe for everyone to offer ideas across positional boundaries or functional
discipline. Feedback is frank, but not vicious and there are no stars at Pixar.

- 12 Now, think about a typical corporate marketing organisation, with
often adversarial relationships between departments, partner agencies and
suppliers, glorified turf wars and personality cults. Clearly we need a new 85
paradigm.

*Adapted from Sattle, G. (2013, April 3). Rethinking marketing strategy for the digital age.
Retrieved from <http://www.digitaltonto.com/2013/rethinking-marketing-strategy-for-the-digital-age/>*

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Question I (5 marks)

Instructions: Decide which of the sentences (a) – (e) best fits in each of the boxes 1-5 in the passage.

- a. While those are worthy activities for developing positioning and executional concepts, they have no place in a discussion of business strategy.
- b. While all of the strategies above have won awards for their creativity, what is most impressive about them is their complexity.
- c. Nevertheless, the old tasks of marketing and promoting your products and services have not gone away entirely.
- d. However, simply identifying priorities is less helpful in forming a tactical approach.
- e. While awareness has been de-emphasised in the digital age, it is still extremely important, especially when there is a particular brand attribute that needs to be communicated.

Question II (5 marks)

Instructions: Find a word in the passage for each of the meanings below.

- a. having a powerful and irresistible effect (Paragraph 1)
- b. a brief summary (Paragraph 3)
- c. fail to become effective (Paragraph 8)
- d. spiteful and malicious (Paragraph 11)
- e. an example or pattern of something (Paragraph 12)

Question III (2 marks)

Instructions: Provide the references for the following pronouns in the passage.

- a. *their* (line 12)
- b. *it* (line 47)

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Question IV (5 marks)

Instructions: Complete the sentences by using the correct form of the word in parentheses, which is taken from the passage. Use AFFIXES to form the correct form of the word. The first one has been done for you.

- Example: (0) As a New-Age professional, you have to understand that your customers' needs are constantly changing and because of that you need to re-strategise your business or you will lose out and become obsolete. (STRATEGY).
- a. Cadbury Inc. Training Centre offers all of its employees with professional, technical and personal _____ experiences which empower employees to take an active role in clarifying their career goals. (RICH)
- b. After Mercedes advertised their Mercedes Benz Intelligent Drive commercial with a tagline of 'Magic Body Control', Jaguar _____ responded with the tagline of 'Magic Body Control? We prefer cat-like reflexes.' (CREATE)
- c. As the corporate _____ are the biggest shareholders in any company, it is important that investors keep tab on their activities that offer clues about the company's future. (PROMOTE)
- d. To avoid being overloaded and overworked, one can talk to his / her superior about it and explain that it has become _____. (MANAGE)
- e. The increase in sales is largely _____ to the price reduction. (ATTRIBUTE)

Question V (8 marks)

Instructions: Answer the following questions in complete sentences.

- a. What does the author mean by the statement "it is a different ball game now" (line 5)? (2 marks)
- b. How did Tesco manage to position itself as the market retailing leader in Korea? (2 marks)
- c. Why couldn't marketers master the advocacy strategy in marketing their products? (2 marks)
- d. If the marketing practice has changed so fundamentally, why do our marketing organisations still look so much the same? (2 marks)

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SECTION B : LANGUAGE FOCUS [15 MARKS]**Question I – Conditionals (5 marks)**

Instructions: Complete the sentences by using the correct form of the conditionals.
The first one has been done for you.

Example: (0) You can send your order by fax and receive immediate delivery of the goods.
If you send your order by fax, we will deliver the goods immediately.

1. I am sorry I disturbed you. I did not know you were busy.
If I _____.
2. The manager did not listen to their complaints. The workers' strike would be avoided.
The workers' strike _____.
3. Without enough quorum, the meeting will be postponed.
We _____.
4. He did not read the fine prints in the agreement. He could not reject the offer.
If he _____.
5. They did not persist. I did not give in to their suggestion.
If they _____.

Question II – Passive-Active Sentences (5 marks)

Instructions: Change these passive sentences into active ones. The first one has been done for you.

Example: (0) The candidates are being interviewed by the executives in the meeting room.
The executives are interviewing the candidates in the meeting room.

1. The prototype is being checked by the design team.
_____.
2. It was felt that our design should be more innovative.
_____.
3. The company's strategic plans for the next 10 years have been announced by the CEO.
_____.

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4. The annual assessment report will be reviewed by the supervisor before it is sent to the manager.

5. Half-term is seen as an increasingly attractive break by working parents in their late thirties and early forties.

Question III – Phrasal Verbs (5 marks)

Instructions: Complete the sentences by using the correct form of the phrasal verb in the box. You may need to change the tenses. The first one has been done for you.

| | | | |
|----------------|----------|-----------|----------|
| <i>set for</i> | call for | team up | go after |
| | come up | turn down | |

Example: (0) With major gas projects *set for* completion in 2016, the risk of decline in the resources will accelerate with time.

1. Economists have _____ with conflicting answers and found that inequality led to lower growth in poor countries, but higher growth in rich countries.
2. Last year, an interdisciplinary group of researchers _____ to analyse the changing patterns of cell phone records and to study their effect on the economic statistics of the country.
3. In the last meeting, the Directors at the four regional reserve banks _____ a raise in the interest rate on short-term loans to 1 per cent which has been 0.75 per cent since February 2013.
4. Customers can _____ even the best offer, so it is really important that we have better prices than our competitors.
5. Our company offers a bonus to the salesperson with the highest sales each month. I could really use the money, so I am determined to _____ it this month.

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SECTION C: PERSUASIVE WRITING [20 MARKS]

Instructions: Read the description and complete the task below using open punctuation and fully-blocked layout of a formal letter.

You have received a letter from United Finance declining your request for a personal loan of RM100, 000. Here are the main contents of the letter:

We recently received your application for credit. We have carefully reviewed your application but are unable to facilitate your request.

We would be happy to reassess your application if you were able to facilitate the following information:

- *relevant personal information,*
- *necessary loan documents,*
- *most recent credit card statements,*
- *bank statements reflecting all transaction for the last three months,*
- *co-signatory to favour this loan request.*

We would like to assure you that any information we gather will not be disclosed to any external party. We hope to receive the necessary information and documents within the week. Thank you for considering United Finance for your financial needs.

Employ persuasive skills and write to United Finance Manager to request him / her to reconsider your application. Justify your reasons and eligibility for the loan. Include all the necessary details in the content of the letter to make your message effective. Your response should be in about 250-300 words.

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